Analysis of Performance Management System in Higher Educational Institutions

SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies

(Deemed to be University)

by

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Registration number 19/Ph.D/056

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CERTIFICATE

I hereby declare that the short synopsis "**Analysis of Performance Management System in Higher Educational Institutions**" being submitted in partial fulfilment of the requirement for the degree of Doctor of Philosophy in **MANAGEMENT** under **FACULTY OF MANAGEMENT STUDIES** of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year **2019-2020**. It is a bona fide record of original work carried out under the supervision of **Dr. Farhat Mohsin, Professor, FMS, MRIIRS**and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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Abstract

Higher Education Institutions (HEIs) are currently acquiring the management styles that are being exercised in financially sound enterprises in the private region. The focus of the top executives in HEIs is to commence observing the performance of all levels of employees irrespective of academic staff or administrative staff. Performance management system plays major role for measuring the performance of the employees and is effective for generating a clear picture about the improvement for the growth of the betterment. The Study focuses on understanding the current trends of Performance Management System in Higher Educational Institutions, also to analyze the factors and suggest model and strategies for effective PMS. The study will adopt an exploratory design to analyze factors and a mixed method approach wherein quantitative as well as quantitative method will be used to collect data for better understanding.

Key terms: performance management process, performance management system, higher education institutions, motivation, critical success factors, key performance indicators

Introduction

Higher Education Institutions

Growth in economy and universal industriousness are navigated through remodeling, skill proficiencies, creativity. The contribution of HEIs in India plays a significant role for the growth and development of India's resources in terms of humans, industries, technology. India stands on the third rank all over the world for its largest higher education system next to US and China and in future, chief for economic growth is India's Higher Education system and global competitiveness which are driven by knowledge and innovation. Although the constitution of higher education institutions is being replaced over the past few years. Initially, higher education was described with scholar-centered institutions and post-Independent it was a massive transformation resulting into creating Professional/Non-Professional Institutions, Research Institutions, Universities, Technical Institutes. Also, during industrialization period due to rise in demand for skilled labor and remodeling the quality of the manpower through higher qualification, there was a turn for more training and teaching institutions all over the country granting and announcing knowledge in to order to reach to the common man. There were Universities who mostly run Public institutions to regulate powerful academic activities through affiliating system and provided financial support on a large scale to the Private Players in the form of grants so that need to accomplish the challenging tasks for continuous economic with a higher productivity.

With the approach of information-based creation, economies are additionally getting mindful of the significance of innovative work (Varghese and Malik, 2016). The extent to creativity and innovation is directly proportional to the quality of education provided to the people of the country. A shift in the service sector is basically the reason why the demand for the employment is being increasing due to the awareness for higher education taken into consideration by the nation.

India has been persistently been a spot that is well known for students and researchers. In antiquated occasions additionally, India was admired all around in the globe for its researchers and colleges like Taxila, Nalanda, Vikramshila. By autonomy India had 20 colleges, 500 schools enlisting around 2,30,000 understudies. Since autonomy India has advanced altogether regarding advanced education measurements. Government officials of State and Central are attempting to endure facility through expanding the number of Colleges and Universities for development of higher trainings. As such there is no variability in the way that number of the improvement consummate by India in tutoring has come from privatized sector. Indeed, the public sector and private sector isn't contradictory to one another yet they are operating at the paired time for Indian education domain. UGC is the elementary administering body that implements the norms,

prompts the public authority what's more, helps organize among focus and states (Younis Ahmad Sheikh, 2017).

India is an enormous country, with an expected populace of youngsters matured between 18 to 23 years to be near 150 million. The sheer size of the market offers tremendous freedoms for improvement for the higher education sector in India. Kapur and Mehta (2004) have depicted the growth of privatization in the higher education in India as the progress "from silly communism to insane free enterprise." They contend that much of the huge privatization occurring in the nation has not come about because of the philosophical responsibilities of key entertainers however is rather a consequence of a breakdown of the state framework, bringing about powerless philosophical and institutional establishments.

As per the data of MHRD, 2016 India is going through the underlying period of tremendousness with around 34.2 million students, 1.47 million instructors, 760 colleges, 38498 universities and 12,276 independent establishments. In India as calculated for the age group of 18-23 years, the GER in higher education in 2014-15 was 24.3. This fast extension and massification is putting a significant monetary trouble on the State, prompting the withdrawal of subsidizing by the State. There is a move towards "corporatization" of state funded colleges, that is, colleges are being urged to turn out to be more administrative in approach and pioneering in nature.

The utmost noticeable revolution that is identified now is that higher education institutions are pressured in order to demonstrate their helpfulness, targets, and techniques for accomplishing the goals. They are additionally requested to meet their social obligations and are also requested to provide details for assignment of their assets and needs. Everybody, from imminent students to the overall population, presently needs information and confirmation for the adequacy and need of these foundations (Alperovitz G, 2005). Along these lines, higher education institutions are presently more associated with the race of getting financing and prevail upon possible clients. In this competition, they are presently dealing for the creation of scholastic staff and their preparation, enlistment, reward framework, use and inspiration. These elements are viewed as the absolute most significant ones in improving the general adequacy of advanced education foundations. Due to these new prerequisites, there is presently more interest than any time in recent memory to carry out execution the board frameworks (Altbach PG, 2006)

The use of the executives changes and business systems considering these new requests are presently clear in a broad span of public and private foundations across Europe and the United States. Further on, some higher education institutions have by and large wouldn't execute these current systems and techniques. In any case, numerous instructive pioneers on the planet are presently spreading mindfulness that there are more significant things than simply the state of affairs (Arbo P, 2008). The administrations of these organizations are presently expected to guarantee that these progressions occur and some go forward to give an involved way to deal with educators, staff, understudies and other important gatherings. More or less, higher education

systems are presently expected to manage a somewhat befuddling, changing and dynamic climate and are feeling the squeeze to oversee and increment the proficiency and adequacy of their staff, which turns out to be, maybe the most essential asset in the entire framework (C, 2008).

There are many administrative bodies and councils of research which are created for higher educational purpose in India but few are mentioned below: -
“University Grant Commission (UGC)
All India Council for Technical Education (AICTE)
Council of Architecture (COA)
Research Councils:
Indian Council of Historical Research (ICHR)
Indian Council of Social Sciences Research (ICSSR)
Indian Council of Philosophical Research (ICPR)
National Council of Rural Institute (NCRI)
Project of History of Indian Science Philosophy and Culture (PHISPC)”

As per the PWC Report(2014), India inhabit vital place within the outlay of change

Advances in the work environment and organizing innovation
Multigenerational labor force
Expanding youthful manpower
Propitious Indian economy

Advances in the work environment and organizing innovation-With virtual work environments getting ordinary, the human asset division just as initiative will need to create 'virtual the executives' abilities to handle a labor force that they may never meet in individual.

Commoditized occupations may get excess because of innovation what's more, this will add to the thriving labor force that will look for work openings

Multigenerational labor force-Advances in clinical innovation have come about in expanded lifespans. Ease of tackling job has brought about expanded retirement ages. This has made a maturing group of the labor force that brings a variety of ranges of abilities to the work environment yet in addition builds the intricacy of worker the executives.

Propitious Indian economy- Both the World Bank and International Money related Fund (IMF) anticipate that the Indian economy will flourish regardless of easing back worldwide development, and will ascend to become the quickest developing economy in 2016. This, close by great food costs and a fall in oil costs, has brought about a deceleration of expansion. These components also, the controlled deficiency will imply that a state of mind of careful hopefulness should direct authoritative development plans in the coming years.

Expanding youthful manpower- India is adding in any event 7.2 million new specialists to its work pool each year. In any case, low rates of secondary school enrolment what's more, fruition imply that the nation's officially gifted labor force structures just around 2% of the aggregate youth workforce.3 There is a need to not simply give business yet additionally increment the employability of the labor force

One of the critical drivers of this change will be an authoritative way to deal with managing the performance of the employees. Measuring performance of employees by creating new indicators of performance on significant persuading basic ability might be a indispensable empowering influence for corporate achievement later on. Where accomplishment in the work environment depends on organizations' capacity to produce esteem from representatives, performance management is certainly a key empowering influence**.**

"*A 2014 article titled Kill your performance ratings found that 95% of managers were dissatisfied with their performance management systems and only 23% of HR managers believed that their performance management system was capable of achieving its stated objectives*."

As per an ensuing 2014 PwC worldwide report, Emerging patterns for managing performance, 89% of associations saw that their kin directors couldn't or reluctant to start troublesome discussions with their group members.

Performance Management System -

Definition

Performance of organization is enhanced with the effective performance management systems (Buchner, 2007). Although, 70% of the applications of these systems break down in spite of publicized use of performance management system (McCunn, 1998). It is imperative for the organizations to know the attribute of these systems for producing advantageous outcomes to implement auspicious performance management system.

Performance management has been defined as the management and measurement of organizational and employee performance, with the subsequent aim of refining effectiveness (DeNisi, 2000). In the context of performance management, employer perform along with the employees to lay down performance expectancy, evaluate and assess performance outcome, and work recompense performance (DeNisi).Especially, performance management comprises of the following components: To framework performance objectives at all the levels of the organization, regulating performance assessment, establishing systems to present remuneration, coaching and feedback, and effectively aligning performance management systems (Roberts, 2003).

Performance Management System (PMS) is a continuous, methodological method to assess the performance of individual, employers, groups and divisions for regulating the goals and objectives at all levels as a whole of any organization. The enterprises goals, vision and mission are monitored with the help of PMS as it empowers the enterprise to check if there is any discrepancy in the execution of work from employees. The base of PMS is to recognize the present and the upcoming competency gaps of an organization. PMS also supports in coaching employees, identifying needs for training, rivalry management and reforming the use of resource pools and human resources (Prasad, 2019).

As per PWC, 2016 PMS has achieved attention in present times as a necessary topic of discussion with numerous organizations creating reasonable modifications in matters related to managing the performance.

It is well taken into account that although performance management systems are efficiently initiating some values, promoting innovation, even now the outcome is now much important for some organizations. The benefits and growth of the employees are well concentrated with performance systems as employees are the main heart of any business

Literature Review-

The performance management system is quite possibly the main wonders of the Indian HEI area. Fundamentally, employee performance measurement relies on the institution usefulness and viability. The origin of this system started with the time of world war as basic technique for money fulfillment however now-a-days it is considered as basic for each association. Lot many studies have already been made by many researchers across the globe. A review of the past studies has been done through published thesis, research papers, articles, reports from various reputed sites available in India and abroad which are extended below: -

To give an establishment to this exploration, the first stage comprised of an assessment of the current literature. The organization of the cognizance of the literature review is being divided into four areas. First and foremost, to analyze the importance of performance and performance management system. Secondly, to explore the foundation of the performance management system of the India's Higher Educational Institutions. Thirdly, to explore the research already published in respect to performance management system to get the insights. Fourthly, to scrutinize studies in respect to consequences of the performance management system.

1. Importance of performance and performance management system

Performance is a multivariate and enigmatic concept (Siegel and Summermatter, 2008). Theoretically, performance is précised as "a task or operation seen in terms of how successfully it is performed" (Oxford Dictionary,2013). At work, employees are aforesaid to perform when they are competent to accomplish the goals established by management (Harvard Business Essentials, 2006).

The notion of organizations to achieve (or to prosperous) while gratifying the needs of their stakeholders can enhance the efficiency and effectively from their competitors.

While reviewing, the researchers tend to describe the content of the performance (i.e., the work that must be performed, the objectives that must be fulfilled or both), in terms of entity which is meant to perform (i.e., organization or team, individual). Thus, while describing performance, there is a propensity to evaluate performance at all the levels irrespective at the team or organizational, individual.
As the development of compulsion on regulatory directions during the following years, HRM presumes a more crucial part for trading with a corporation, for example, the impacts of HRM on development, "better approach for working rule" for working relations. A famous subject in HRM over time in the field of study is the performance management system. For any organization, it is significant to design, supervise and reward the performance. By doing so, an organization's efficiency and welfare would be enlarged and constructed, also by directing the entire interactivity

of performance management system, for example, building goals, checking criticism and assessing performance. This study focuses on how the performance management system impact the performance of the employees and three stages have been defined in order to find out the impact of performance management on the employee performance. The first stage is a planning and development stage who focuses on linking organizational goal, mission and values with the individual work due to which the employees feel motivated and perform in favor of the organization. The second stage comprised of feedback and coaching which focuses on empowering, personal development through coaching the skills and knowledge of the employee, also communicating the business plans for their contribution towards the enterprise. Furthermore, effective feedback can enhance employees' skills, improves motivation results into job satisfaction. The last stage tells that the financial appraisal is the key factor which can increase the engagement of the employees towards the organization's goals to instigate employees' sentiment for the work(Ying, 2012)

2. To explore the foundation of the performance management system of the India's Higher Educational Institutions

   In the developed countries, the globalization of higher education has taken the form of heterogeneity education system. The expansion of the heterogeneity education system has arisen through the process of turning the system more elastic by catering the diversified demands come up from separate groups and sectors within a country.

   There is a saying that "Knowledge is Power" as the knowledge can lead to empowered personality of an individual. Over 60% of the higher education institutions are run by the private sector which has expedite the creation of large number of Higher Education institutes all over the world (Shaguri, 2013).

Higher education organizations have consistently been centered around embracing new and material strategies to improve the general interaction and keep away from the harm that has happened because of carelessness in the past times. The need of excellent education dependent on learning and analyzing new and inventive advancements have gotten fundamental. In higher education institutions, performance management is considered as an instrument for managing individual performance, and the requirement is developing exceedingly (Kamel Mellahi, 2016). It tends to be utilized in various configurations and for different purposes, for instance, distinguishing and clarifying the part of each person, defining objectives for the formative development of the people and the foundation in general, checking and looking at the exhibition of each person and setting the course for evaluation.

3. To explore the research already published in respect to performance management system to get the insights

According to Sahil Sharma and Purnendu Sharma (2015), introduced the current circumstance of India in higher education area and recognized the difficulties like interest supply hole, absence of value research, issue of framework and essential offices, lack of workforce and so on in the higher education. The execution system for twelfth plan means to improve nature of state organizations, to patch up monetary guide programs, to interlink extension, value and greatness. Also, to improve framework there needs to improve showing instructional method, assemble cooperative energies among exploration and instructing, work with partnership of higher establishments among themselves, research focuses and businesses. This is important not exclusively to deal with financial development, however it is additionally fundamental for social union and to enable the nation's childhood.

Discoveries of the investigation show that there is solid relationship between adequacy of employee satisfaction and performance management system. There is moderate connection between employee organizational commitment and performance management effectiveness. Also, moderate relationship between commitment of employees and satisfaction of employees. In this way the association should make way for making the performance management system effective as it will clear path for building the more employee satisfaction. Commitment of a worker would increase by expanding the fulfillment level of representative yet the corresponding increment would not be there. In this manner we can suggest that the remedy for all the administration issues like high steady loss, responsibility and fulfillment can be authorizing approaches to make the performance management system compelling. It would not ensure the achievement yet surely it would assist with dissolving the issue of low fulfillment and responsibility. In spite of the fact that Effective Performance management system is not the only way to employee satisfaction rather it's considered to one of central point influencing worker fulfillment(Shrivastava, 2018)

As per the study which was conducted using multiple regression model and hypothesis formulated it has been observed that performance evaluation, performance review, 360 degree feedback appraisal and performance management has significant influence on the employee productivity whereas self-assessment has no significant effect on employee productivity (Okeke,M. N., Onyekwelu, N. P., Akpua, J., And Dunkwu C., 2019)

Performance Management is fundamental segment of practically all foundations; however it is skewed with the mission, vision and proclamations of establishments. Performance Management and Performance Appraisal(Further Performance Appraisal would be perused as PA)are befuddled by numerous colleges and subsequently should be viewed appropriately with the higher authority to have a superior lucidity on it and adjust it to the organization vision.

Institutions ought to assess each person as indicated by certain set rules which need to be as per the essential objectives and in this entire interaction accurately characterize PM framework which will not exclusively audit yet additionally to work on their exhibition.

The whole presentation of Institutions is proposed to improve with legitimate execution of PM system. This will be relevant not exclusively to academicians yet additionally to administrators who are an essential part in achieving the foundations' vision, mission and objectives.

Basically to close the above articulation, in numerous districts simply focusing on employees doesn't help much as it does in focusing on the whole group. Numerous supporters of the efficient methodology accept that presentation input and exactness devoted with this methodology are the central matters to be taken care of. Yet, we consider in a climate where in Research and Development is of standard and going with such methodology will frustrate the cycle. In this way, thus, it is presumed that a mix of both the methodologies will be most appropriate for Educational Institutions **(Binary & Binary, 2018).**

4. To scrutinize studies in respect to consequences of the performance management system

   According to (Stojadinovic, 2014), the Performance of the employees can be measured for rewarding employees and it is recognized as a crucial section of strategic human resource management. Employee Performance is shaped on the “Iron Triangle” comprised of quality, cost and time. Mainly, time and cost are measured on the percentage variation of task from the set goals, although quality is buckled down through work results with regards to technical standards.

   According to Unterhitzenberger& Bryde (2018), shortfall of cleared set cost, time and quality restrain employee performance by controlling decisions and actions.

Research Gaps summary and rationale for study

Gathering information from the above-mentioned literature review, it is found that Higher Educational Institutions measure the performance of the employees with a system followed in the University. HR and higher authorities play a role for setting a performance management system in the University. There are many methods which are being concluded from the researchers used to measure the performance. Measuring performance of the employees is part of performance management system. It is observed that Institutions review the performance of the employees annually which is quite an old method. As the effective performance management system which is being followed in the other sectors follows a quarterly or monthly review. It’s also observed that there is still lack of transparency when comes to reviewing the performance. Also, if we say about effective PMS, then it does also means that student is integral part of the university and their trust is utmost important for the growth but due to lack of

communication and trustfulness, the student feedback criteria remains effectiveness so this is also a research gap which needs to be pay heed on.
No specific study has been done for this segment and this region.

Description of Broad Area

Performance Management System Definition

It tells about generating the system through which overall performance of the human resources of the institution is managed and in order to be effective and efficient, it need not to be formal. The utmost key in creating a performance management system depends upon the vision, mission and strategic objectives of the organization. Though there are many factors upon which a system is designed but objectives play a dominant role.

Several researches have been conducted on performance management.

According to Sameera Begum, K. Sarika & G. Sumalatha (2015) weighed up the performance study based upon private and public sector as a whole on the criterion such as collaborative conveying feedback, financial and non- financial benefits secured tenure between appraiser and appraise.

Retaining Employees in an organization is a tough task for the management. Important role is played by motivation by providing performance appraisal for promotion, to increment salary, strengthen behavior as mentioned by Ramila Ram Sign & S. Vadivelu (2016) in their paper.

As per Robbins (2005), management uses performance appraisal for general decisions related to human resource in respect to training and development, remuneration, transfers, promotions etc. Effective appraisal systems can lead to enhanced skills, competencies of the employees.

Research Methodology

Research Design

The Exploratory designs will be used in the study to analyse factors for the effective performance management system, current trends in the Higher Educational Institution. Also, research recommends about the strategies and model for effective performance management system.
A mixed method approach will be used where both qualitative and quantitative data will be collected for better understanding of the research problem.

Data Collection: -

The data will be collected in both the forms primary as well as secondary sources both.

1. Primary Data- It will be collected through interview and survey questionnaire. Where interviews of HR Heads of the selected Higher Educational Institutions will be taken in order to find out effectivity of PMS, policies on PMS, current trends have been followed results after implementation of PMS.
   From random selection of employees a two structured questionnaire will be designed and circulated among the employees in order to know their perception about the implementation of PMS, influence of PMS on their work, factors impacting for effective PMS. For a quick collection of data online survey research method will be used.
2. Secondary Data- It will be collected from the literature survey, i.e from the published thesis, research papers, books, magazines, articles across the globe.

Instrument

In the light of the stated objectives, to examine the factors which influence the PMS in the HEI questionnaire will be developed. In the beginning the online questionnaire will have introductory note stating the relevance and objective of the study, assuring anonymity and liberty will be provided to all for non-participation as per their wish. For its validity and reliability, the instrument will be pre-tested before finalization.

Sample Selection

The study will be confined to private HEIs covering Delhi NCR. There are huge numbers of HEIs in this district but covering the entire HEIs would not be feasible due to lack of time, resources. Thus, it is outlined to use convenience sampling method to recognize Institutions which will be able to provide the data with a mean to cover at least 20-25 HEIs.

Data Analysis

The data will be analyzed through the latest version of SPSS package collected from the respondents. Various statistical method will be used throughout the study to compare the collected data. The methods which need to be included are descriptive statistics

The data collected from respondents will be analyzed through the latest version of SPSS package.The data will be analyzed with the combination of parametric and non-parametric test as per the prerequisite of objectives.Several statistical methods will be used to compare the collected data. These approaches include descriptive statistics for collecting, presenting, and summarizing the data, reinforced by inferential statistics and appropriate parametric techniques for hypothesis testing and analyzing the data.

Objectives of the Study

1. To understand the current status/trends in Performance Management System in Higher Educational Institutions
2. Identify the strengths and weaknesses of the existing PMS.

3. Measure the effectiveness of the PMS in improving performance of the Employees and Organization.
4. To recommend strategies and model for effective PMS in Higher Educational Institutions.

Current Trends in HEI

The trends for measuring performance of the institution depends upon the performance of the human resources of the organization, irrespective of academicism or non-academic employees , the institution focus more on team work rather than individual performance.

As per PWC(2016) report organizations are adopting the changes for evaluating the performance which relies upon cross-generational workforce, strengthening workplace through network technology and proliferating youthful workforce.

Mentorship Culture, For The Future

Collaboration Is The Key

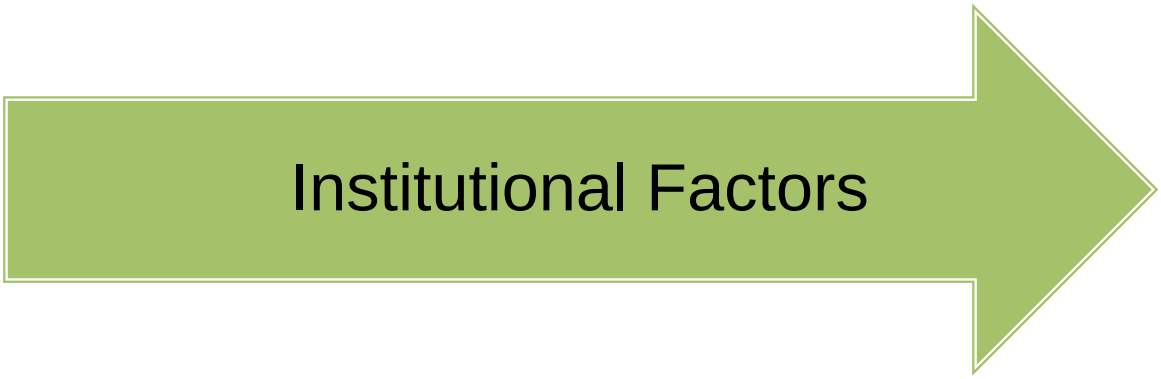
Driving Growth Mindset

Outcome Oriented, To Remain Relevant

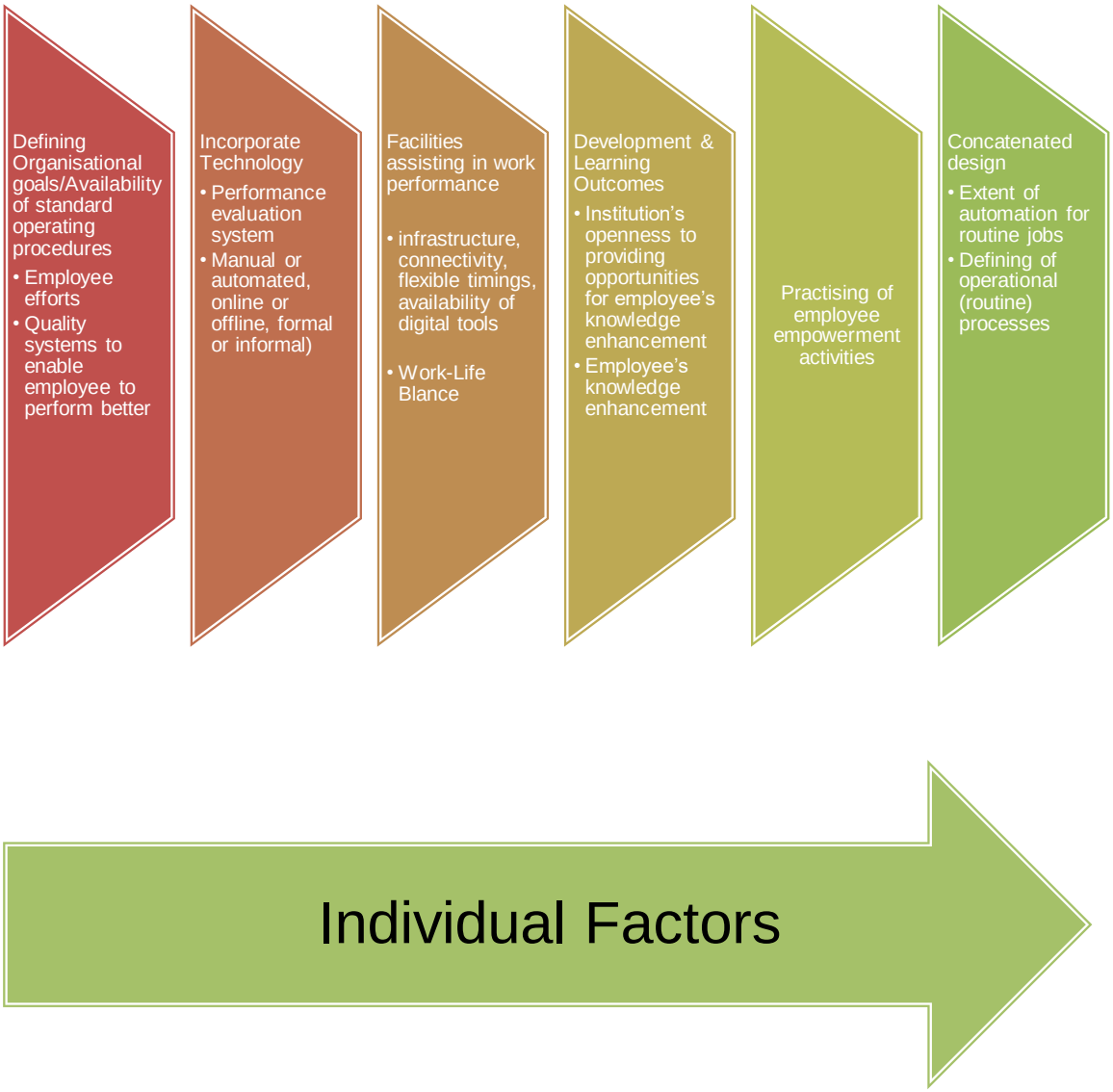
Industries Have Different Focus In The Next 3 to 5 Years

Factors of PMS

Following factors can influence an employee's performance in an HEI. Hence during an HEI survey, data collection to be done on:



Defining Organisational goals/Availability of standard operating procedures	• Employee efforts • Quality systems to enable employee to perform better
Incorporate Technology	• Performance evaluation system • Manual or automated, online or offline, formal or informal
Facilities assisting in work performance	• infrastructure, connectivity, flexible timings, availability of digital tools • Work-Life Blance
Development & Learning Outcomes	• Institution's openness to providing opportunities for employee's knowledge enhancement • Employee's knowledge enhancement
Practising of employee empowerment activities	
Concatenated design	• Extent of automation for routine jobs • Defining of operational (routine) processes


Defining Organisational goals/Availability of standard operating procedures
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Facilities assisting in work performance
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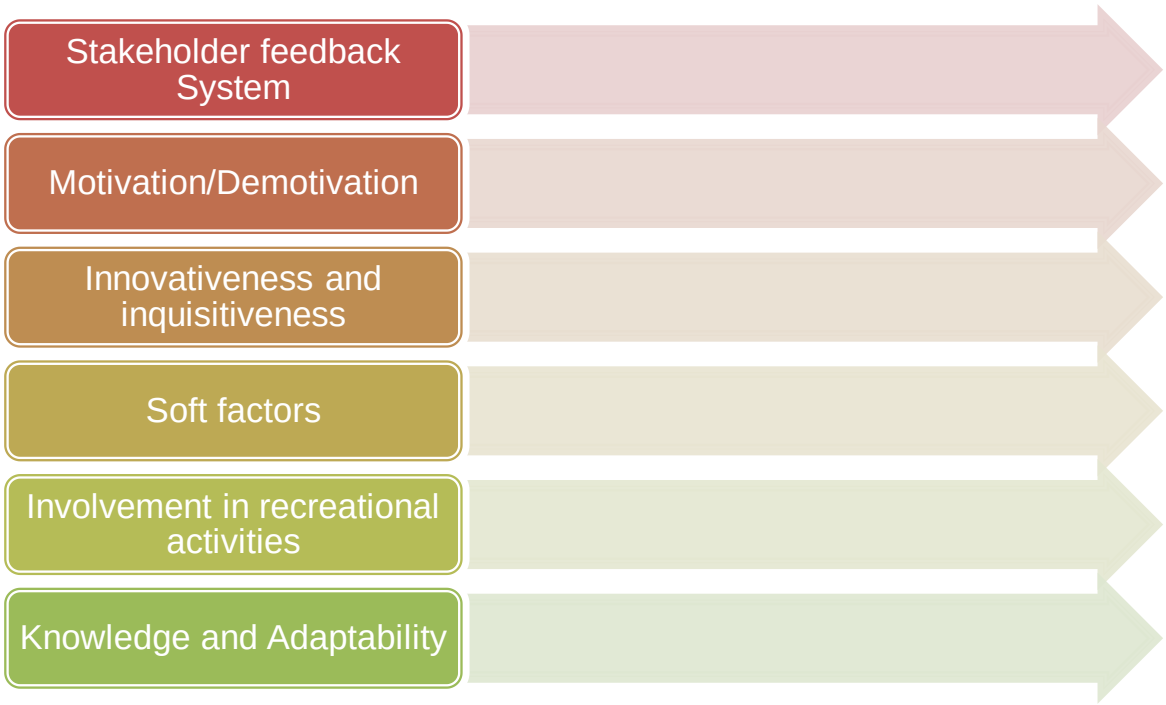
• Work-Life Blance
Development & Learning Outcomes
• Institution's openness to providing opportunities for employee's knowledge enhancement
• Employee's knowledge enhancement
Practising of employee empowerment activities
Concatenated design
• Extent of automation for routine jobs
• Defining of operational (routine) processes
Individual Factors



Individual factors: (related to person's traits)

- Innovativeness and inquisitiveness (writing research papers, making presentations, extra assignments to enhance knowledge base, etc)
- Applied thinking process (ability to link theory with application)
- Industry vs. Academia gaps (theory vs. practical)
- Soft factors (presentation / communication skills, command over language, decision making skills, inter-personal relationship building, collaborative approach, fear of losing control)
- Stakeholder feedback system (from students, peer community, industry, management)
- Factors that increase motivation and hence, retention:
    - Recognition
    - Responsibility
    - Salary
    - Client feedback
- Involvement in recreational activities
- Knowledge and adaptability to institution's vision

Institutional factors: (related to institution's systems, culture, etc)

- Availability to facilities assisting in work performance (like, infrastructure, connectivity, flexible timings, availability of digital tools, etc)
- Mode of performance evaluation system (manual or automated, online or offline, formal or informal)

- Institution's openness to providing opportunities for employee's knowledge enhancement
- Extent of automation for routine jobs
- Defining of operational (routine) processes (e.g., clarity of expectations on performance, protocols on back-office processes like approvals / granting permissions / getting work done, etc)
- Practicing of employee empowerment activities
- Institution's openness to providing opportunities for employee's skill enhancement
- Opportunities for work-life balance
- Availability of standard operating procedures / quality systems to enable employee to perform better

Expected Outcomes of the Research

The study is expected to have below mentioned outcomes: -

1. To focus on analyzing the impact of performance management system on the Higher Education Institutions for effective employee performance.
2. To create and identify a research model based upon factors which are liable for the performance of the employees.

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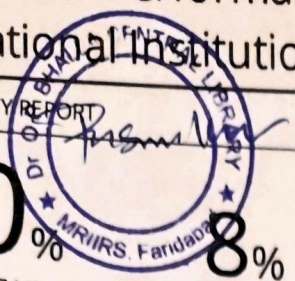

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